

NEW GARDEN FRIENDS SCHOOL



Strategic Plan 2017-2020

OUR MISSION

New Garden Friends School seeks to be an inclusive, innovative educational community guided by Quaker beliefs and committed to honoring and developing each person's gifts.



In early 2017, the Board of Trustees and the Administration set out to learn what stakeholders value most about the educational experience we are providing for our students. To develop our new strategic plan, we sought feedback through a community-wide survey, formal discussion groups, and everyday communication with students, staff, families, and friends of our school. Strategic priorities emerged from our data and conversations, but they were not rigid and static.

Instead, we discovered that appreciating and answering the needs of today's students demands that we let go of assumptions and acknowledge that tomorrow's educational landscape is not reasonably predictable based on the past. It is liable to be remarkably different.

Planning for the future of NGFS will require not a fixed long-range strategic plan but a responsive, adaptive growth strategy. The 2017-2020 Strategic Plan provides vital direction while encouraging us to embrace the ongoing inquiry, reflection, and action that is central to the outstanding Quaker education we provide for our students.

INITIATIVES IN THREE KEY AREAS



**TELLING OUR
STORY**



**ENHANCING OUR
PROGRAM**



**ENSURING OUR
FUTURE**



TELLING OUR STORY



STAND OUT IN THE EDUCATIONAL LANDSCAPE

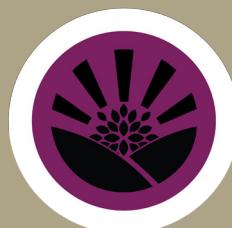
In a world that often takes comfort in labels and categories, our students and families cannot be neatly placed into demographic descriptors. We embrace diversity in all of its dimensions and we are united by respect; that's our mission and we live it every day. Our students, the little ones and the big ones, tell us that at NGFS they can be themselves. Here they are challenged and inspired. They have the honor and responsibility of being known and they speak with pride about "their" NGFS, a diverse, accepting educational community of individuals.

As glorious as all that heterogeneity is, it is a confounding marketing challenge.

Our intent is to confront that dilemma head on and develop clearly articulated, relevant messaging that paints a compelling picture of who we are, what we offer, and why it matters. This messaging will be used to execute a data-driven marketing and advertising plan to drive an increase in inquiries, applications, and enrollment.

OUR GOAL

We will articulate the unique characteristics and benefits of a New Garden Friends School education and raise the profile of NGFS throughout the Triad.



STRATEGIES

- Clearly and effectively articulate who we are and what we offer.
- Define our value proposition.
- Develop a data-driven marketing and advertising plan.
- Develop a public relations plan.



ENHANCING OUR PROGRAM

BUILD ROBUST PROGRAMS THAT INSPIRE LIFELONG LEARNING

As educators at a Quaker school, we are confident that we are providing our students outstanding opportunities to encourage their curiosity, inspire their learning, and develop their ability to think carefully and critically.

But we are never satisfied with these opportunities.

Our learning community is one that values revision and continuing revelation, not only in the academic challenges in which our students are immersed but in our approach to living the Quaker testimonies through service and respect for others. We encourage our students to see themselves as perpetual learners, listeners, informed citizens, advocates, and agents of change. We seek to partner with and support families in making the best possible decisions for their students.

As we add to and enhance our programs we will keep our students at the center, continually evaluating our practices, challenging ourselves to listen deeply, read and research broadly, and think creatively and sensitively about what our students will need as they take their next steps.



OUR GOAL

We will honor and nourish the curiosity, creativity, and compassion of each learner by assessing and enhancing all aspects of our program and providing opportunities to extend learning for students, families, and staff.



STRATEGIES

- Continually assess and adapt our curricular and co-curricular practices in the humanities and through STEAM-based programming to realize the power of cross-disciplinary learning.
- Evaluate and enhance opportunities to inspire and encourage student curiosity, collaboration, and problem-solving.
- Cultivate the skills our students need to listen deeply and communicate effectively.



ENHANCING OUR PROGRAM



STRATEGIES

- Adapt and implement processes and programming that identify and support individual learners.
- Develop and implement the innovative use of technology to support individualized learning.

SUPPORT AND ENCOURAGE STUDENT GROWTH AND INDIVIDUAL LEARNING STYLES

Our school is profoundly committed to honoring and developing each person's gifts. A commitment to meeting individual students where they are intellectually, socially, and emotionally is central to the responsive education at the heart of our mission. Nurturing and encouraging each student's curiosity and individual strengths serve to create a diverse, vibrant, and inclusive educational community.



LIVE OUR QUAKER VALUES: SUPPORT AND DEVELOP A SCHOOL CULTURE AND COMMUNITY OF RESPECT

We are a school dedicated to the Quaker principles of simplicity, peace, integrity, community, equality, and stewardship. Careful listening, compassion, inclusion, and social justice are central to our practices. Understanding and appreciating differences are essential elements for participating in a democratic society. When we expose our students to ideas and circumstances that challenge their assumptions, we are developing the perception, skills, and empathy they will need to recognize injustice and to respond. We believe that by providing our students with the tools to advocate for themselves and others we are not only strengthening our school community, we are inspiring tomorrow's adults to use their gifts to mend the world.



STRATEGIES

- Build a respectful and strong community and support the development of social competencies.
- Teach conflict resolution at all levels.



ENSURING OUR FUTURE



STEWARD OUR RESOURCES

Responsible financial stewardship demands that we continually assess our goals to determine if they are both aligned with our mission and consistent with our resources. An adaptive strategy requires the consideration of intergenerational equity, ensuring that our plans, policies, and practices are not only mindful of the needs of today's community, but also those of the next generation of NGFS students, staff, and families.

OUR GOAL

We will steward our resources effectively and maintain long-term financial stability for NGFS students, families, and employees of today and tomorrow.



STRATEGIES

- Develop a sustainable plan for enrollment growth.
- Develop a mission-appropriate financial aid program.
- Build a culture of philanthropy that nurtures lasting relationships with a variety of constituent groups.
- Actively engage with and communicate progress to our community.

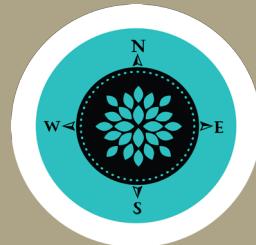


ENSURING OUR FUTURE



CULTIVATE A SUSTAINABLE GOVERNANCE STRUCTURE

The role of the Board of Trustees is to actively support and guide the school through supervision and support of the Head of School. The Board carefully plans for succession and plays a vital role in providing stability and continuity through times of change. An engaged and effective Board provides a diverse range of skills, experience, and expertise and is actively involved in the life of the school community. When the governance structure is sound, well-organized, and clearly articulated, Board members can most effectively support the Head to carry out her work. When there is clarity in process and procedure as well as purpose, this governing body is poised to resolutely support the school's mission now and well into the future.



STRATEGIES

- Cultivate and maintain an engaged Board of Trustees who bring a diversity of perspective, skills, and experience to actively support our mission.
- Solidify policies and processes that provide for continuity and growth.

NGFS BOARD OF TRUSTEES

Nick Purrington, Clerk, alumni parent
Jim Newlin, Emeritus
Bruce Stewart, Emeritus
Cary Bassett, current parent
Erin Dell, alumni parent
Michael DePass

Tom Edgerton
Bill Green, alumni parent
Mary Hagan, current parent
Andy Haile, current and alumni parent
Dale Metz
Janet McGoldrick, current parent

Judy Pellarin, alumni parent, former staff
Jason Roghelia, current parent
Gertrude Upperman
Scott Wagoner
Celeste Williams, current parent

STRATEGIC PLANNING COMMITTEE

Pattie Midgett <i>Clerk of Strategic Planning Committee, Director of Information and Enrollment Management, SAIS Accreditation Clerk, alumni parent, ALT*</i>	Bill Green <i>Board member, alumni parent</i>	Jason Roghelia <i>Board member, current parent</i>
Jeff Bills <i>Director of Auxiliary Programs, ALT*</i>	Andy Haile <i>Board member, current and alumni parent</i>	Nikki Stafford <i>Director of Finance, ALT*</i>
Lisa Bates-Glass <i>Upper School Dean, current parent, ALT*</i>	Tanisha Jones <i>Middle School Dean, alumni parent, ALT*</i>	Phil Tockman <i>Athletic Director, current parent, ALT*</i>
Erin Brownlee Dell <i>Board member, alumni parent</i>	Janet McGoldrick <i>Board member, current parent</i>	Gertrude Upperman <i>Board member</i>
Tom Edgerton <i>Board member</i>	Dale Metz <i>Board member</i>	Carolyn Vallejos <i>Lower School Head, current parent, ALT*</i>
Kim Freedman <i>Head of School, current and alumni parent, ALT*</i>	Judy Pellarin <i>Board member, alumni parent</i>	Scott Wagoner <i>Board member</i>
	Nick Purrington <i>Board Clerk, alumni parent</i>	Katie Wahal <i>Director of Communications, ALT*</i>
	Ashley Raper <i>Director of Institutional Advancement, current parent, ALT*</i>	*Administrative Leadership Team

PARENT FOCUS GROUPS & COMMITTEES

Upper School Focus Group:

Jennifer Becker
Donna Bell
Joy Cobb
Andy Haile
Gretchen Hill
Cosmina Lazar
Mary Ellen Lorello
Jim Rassette
Kim Sheets
Cherie Speagle
Cindy Wolfe

Communications Committee:

Katie Wahal, Clerk
Erik Beerbower
Tom Edgerton
Liz Fleming
Sherrie Harmon
Ashley Raper
Erin Wenger

Middle School Focus Group:

Donna Bell
Jane Brandsma
Gretchen Espinoza-Morales
Amy Hanson
Larry Puzio
Michelle Puzio
Kim Sheets
Kate Sprinkle

Academic Committee:

Carolyn Vallejos, Clerk
Lisa Bates-Glass
Blair Churchill
Beth Defilippis
Tori Dow
Kim Freedman
Tanisha Jones
Christine Lawe
Judy Pellarin
Neil Swenson
Maura Way

Lower School Focus Group:

Steve Bird
Kaila Bullock
Leslie Crooker
Amy Lytle
Wendy Mies
Judy Pellarin
Jennifer Schell
Heather Setzler
Natalie Strange
Lee Walton
Dee Roghelia

Strategic Planning

Finance Committee:
Bill Green, Clerk
Tom Edgerton
Kim Freedman
Nick Purrington
Janet McGoldrick
Pattie Midgett
Ashley Raper
Jason Roghelia
Nikki Stafford

Survey Consulting:

Byron Loflin
Center for Board Excellence
Quirina Vallejos
Focus Group Consultant, current parent

Quaker Advisory Council:

Ted Benfey
David and Jean Bills
Jane and Max Carter
Virginia Driscoll
Bill and Catherine Eagles
Kim and Marty Goldstein
Cyril and Judith Harvey
Jim Newlin
Verne Nielsen
Jo Poole
Dianne Powel
Ann and David Raper
Beverly and Bill Rogers
Bruce Stewart
BJ Weatherby



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